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Director of Training

Acting Chief, A&E/OTR

Recommendations for Reorganization
of the A&E Staff

The reorganization plan for the A&E Staff, which is reflected in Attachments A and B, has been designed as a preliminary step in the reorienting of the Staff. The major changes are in the Research Branch; some of its personnel would be shifted to other duties and some will be declared surplus, as the reorientation of its activities takes place. The Training Evaluation Branch would be disestablished and two of its personnel would be transferred out of the A&E Staff; the remaining two would be transferred within A&E Staff. Arrangements have already been made to transfer the function of distributing training evaluations to OTR/Registrar. The Assessment Branch would gain two junior psychologists as a result of the reshuffle; they would provide support to the assessment process. Since the major reorientation effort of the Staff at this time will involve the research effort, this activity will be discussed in some detail below:

Reorientation of Research Activities.

1. The following appear to be the appropriate objectives to follow in the refocusing of our research activities:

- a. To reduce considerably the staff time devoted to internally conducted research by making additional use of cleared consultants' services whenever appropriate and by converting research data analysis to computer processes.
- b. To make more extended use of TSS facilities for external research.
- c. To place greater emphasis upon research which
(1) supports operational activities and (2) validates the assessment process.

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These objectives must be accomplished in such a manner that the achievements in the assessment process resulting from five years of intensive research are preserved. Maintenance and development are essential to prevent obsolescence. Care must also be taken that the changes are made in such a manner that maximum consideration is given to the careers and morale of the employees in the Research Branch.

2. There are two special problems involved in carrying out these objectives. First, the computer will not be installed in the Agency until Spring of 1960. The required systems analysis, programming and actual conversion will also require considerable time. A second problem concerns the proportion of research activities that can be conducted externally. Although greater use can be made of consultant facilities, the IG report appears to have a misconception as to the degree to which this is possible. The IG report states that the Agency has generally found externally conducted research more economical than internal research. A&E's problems differ from that of other components which conduct research in that most of the data comes from employees and must be processed internally before it is ready for analysis. At that point it will be ready for treatment by the computer.

3. We have made progress already in preparing for the computer. Two research psychologists have completed computer programming courses and two are scheduled to receive similar training in the near future. Also plans for computer programming of A&E research activities are already under way. So conversion to computer methods will depend upon how rapidly the A&E Staff develops appropriate confidence and how soon computer facilities become available in the Agency.

4. The recommended reassignment of personnel indicated in Attachment A would reduce the present Research Branch from the present thirteen members down to seven by 1 January 1960 and two or three by 1 July 1961. The three remaining research members would be [redacted] Since not enough is known about computer functioning, it has not yet been determined whether work can be carried on without a machine technician like [redacted] We will have to wait to ascertain whether he could be a member of the computer staff in the Comptroller's Office and, if so, if he could service A&E.

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Assessment Branch

No reorganization in this branch is planned for the present. It is not yet known to what degree the Clandestine Services will increase its requirements upon A&E. Operational assessments and support activities referred by TSS may, with the current assessment load carried by the Assessment Branch, require the total capability of the present staff. Acceptance of further requirements would mean setting priorities on the type of work to be accepted and possibly reducing the amount of time devoted to any one assessment. When DD/P's requirements have been worked out and written into CSI's, as the IG report recommends, definite plans can be made.

Recommendations

The reorganization and reorientation of the A&E Staff require approval of the following recommendations:

- a. That the personnel assignments indicated in Attachment B be approved.
- b. That AC/A&E be authorized to proceed with the reorganization and personnel changes reflected in Attachments A and B.

The changes resulting from the above recommendations would not be greatly affected by any subsequent decision to split the staff between the Office of Personnel, DD/P and OTR. However, the decision to split up the staff or leave it centralized could affect the IG recommended changes to be made in Agency regulations and CSI's; therefore, action to initiate contact with the Director of Personnel and DD/P for this purpose should be delayed until a decision concerning DTR's recommendation to DD/S for continued centralization of the A&E Staff has been made.



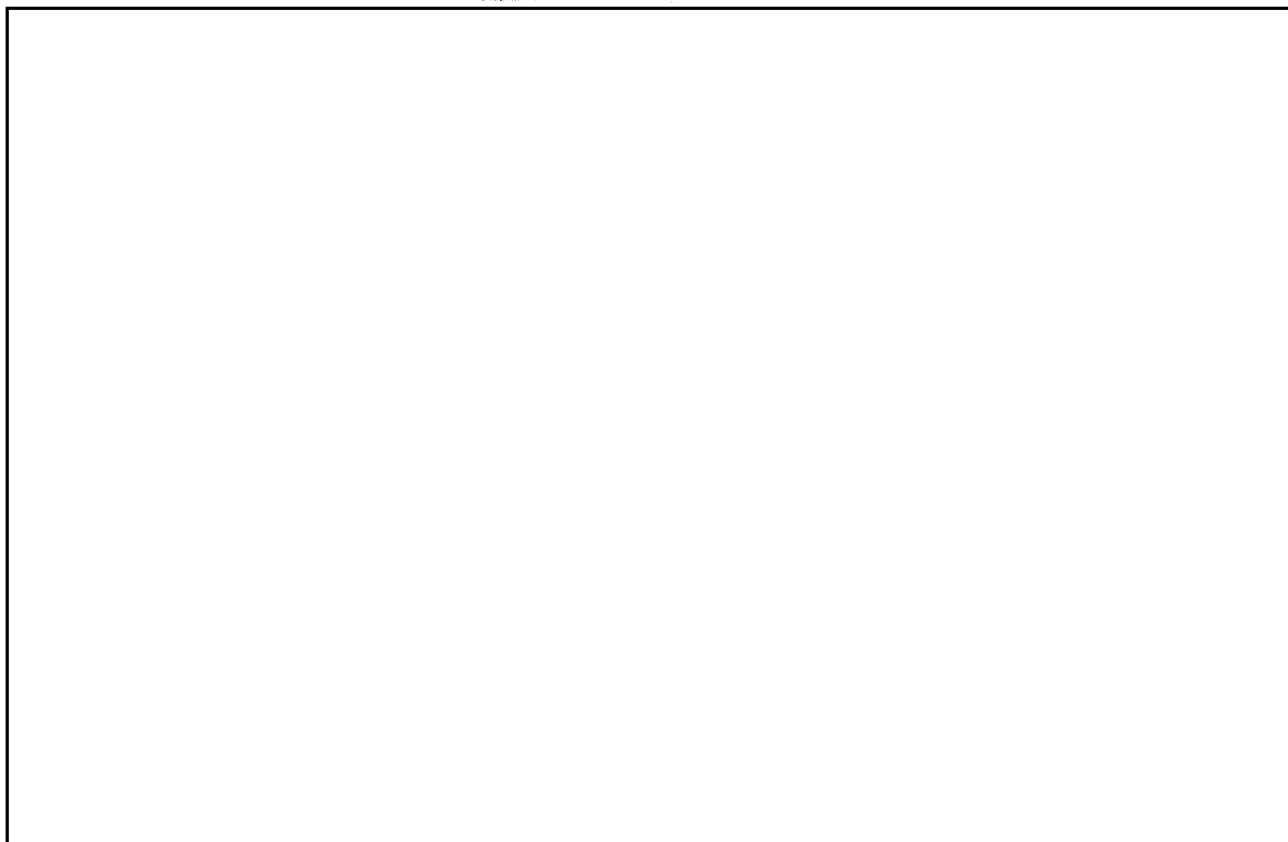
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Planned T/O for A&E for July 1961

The T/O shown below represents a slight modification in structure of the one recommended by the IG report. The training evaluation function has been removed--presumably transferred with the educational services function to PPS. It may be desirable to break the Assessment Branch into an overt and covert assessment section when the operational requirements become more clearly defined.

Chief, A&E (1)



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